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Development and Analysis
of an
Interpretive Sales Outlet

by

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Abstract

This paper explains the design and development needs associated with the first year operations of the Lumbermen's Monument Visitor Center sales outlet. It also analyzes the first years sales and how they compare to other outlets.

In the spring of 1985 the Huron-Manistee Interpretive Association was created. This is a nonprofit organization that provides services to the visitor through sales of items at interpretive sales outlets and returns the profits from these sales for interpretive projects.

After creation of the association the next job was to set up a sales outlet at the Lumbermen's Monument Visitor Center. This was a formidable task, since opening a sales outlet was a new experience. Sales outlets at Forest Service districts and visitor centers is a relatively new undertaking. The few existing Forest Service sales outlets have mainly been branch outlets of National Park Service Associations.

Initial efforts were plagued by limited knowledge of the proper physical setup of a store, what to order, how much, from whom, and how to handle sales. Forest Service Manual (1866) guidelines are inadequate.

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CHAPTER I

Introduction

In 1985 the Huron-Manistee National Forests initiated action to form a cooperating association. This decision was made in order to provide more information services to the Forest visitor.

The idea of forming a cooperating association in helping to meet visitor needs is not new. Cooperating associations were developed in the early history of the National Park Service in response to visitor needs for inexpensive guides, pictures, maps, and other interpretive literature not otherwise available through the use of Federal funds. Interested persons in nearby communities and educational institutions joined with park naturalists and historians to form library, museum, and historical societies to produce and provide such information to the public (National Park Service Handbook, NPS-32).

The first organization was the Yosemite Museum Association, founded in 1920 by Ansel F. Hall, a park ranger, to develop a museum and visitor contact station in Yosemite Valley. Funds from the public were used by the association to build and furnish a museum. This organization set into motion the work of cooperating associations as they are known today in the National Park Service. As of June 1981 there were 62 associations providing services to more than 300 areas in the National Park System (NPS-32).

The primary purpose of cooperating associations is to educate (interpret) and enhance the visitor's experience. They also support visitor service activities of the Forest Service. Listed below are some examples of how they function:

1. Selling articles, such as Federal Government, commercial, and association published books, folders, maps and other theme-related objects. These items help the visitor understand and appreciate the areas they visit and Forest Service resource management. Profits from these sales go back to the individual site to enhance interpretive programs.

2. Acting as the principal distribution medium for educational and scientific publications of the USDA, Forest Service, which relate to the site and which satisfy the association's obligation to provide the public with inexpensive and technically accurate interpretive materials.

3. Acquiring historical objects and other display materials or other items necessary to the education and visitor service functions.

4. Supporting site or occasionally servicewide interpretive, educational or scientific programs, including presentation and demonstrations which further public understanding and appreciation of the National Forest.

5. Participating in Service-oriented activities of neighboring conservation and educational organizations by providing logistical support or staff leadership.

6. Assisting other cooperating associations in a variety of appropriate ways, such as extending no interest bearing loans, providing staff advice or administrative services with or without reimbursement, and donating surplus equipment or making cash donations.

The main way associations do these things is generation of funds through operating interpretive bookstore outlets. The primary purpose of these outlets is threefold.

1. Remembrance - Provides materials to keep the memory of what the visitor saw and learned at an area. According to Schreyer (instructor, Clemson Short Course), the psychic utility or emotional response to remembering an experience is an important aspect of the recreation experience.

2. Tools - provides tools (maps, handbooks, guides, etc.) for the further enjoyment of the site or area.

3. Augmentation - The outlet provides a wide range of materials for the augmentation of a Forest visit. For example a visitor may become interested in bird identification upon visiting a Forest. Through the sales outlet the visitor can expand his knowledge of birds and come to a greater valuing of wildlife and conservation. This may be the most important long term service an outlet can provide.

These outlets operate in a different context than a normal retail store. Interpretive outlets operate in a natural or cultural environment unique to the experience of the National Forest visitor. It becomes an extension of the Forest visit.

For years associations went quietly about their business of helping visitors and individual parks. A few of them were generating a fair amount of funds, but most were not businesslike in their activities.

In 1972, Jim Murfin became the National Park Service Coordinator for Cooperating Associations. In his eleven years as Coordinator he helped the associations become more professional and businesslike at their outlets. Gross sales increased from \$5.5 million to \$22 million (1983). Funds contributed to the Park Service during this same period rose from approximately \$250,000 to \$3.25 million (1983).

In a Forest Service training session that was held in the spring of 1985 at Lake Geneva, Murfin said that from his observations and knowledge the Forest Service had as much potential if not more than the Park Service in generating revenue.

Most of the Forest Service interpretive sales outlets are affiliated with the National Park associations. Only recently has the Forest Service begun forming its own associations. A very few of these associations are completely independent. Most still order materials through Park Service associations. The main reason they do this is because Park Service associations have an established network and organization to purchase a large variety of items at discount rates. Returns from Park Service associations vary from little to a full sharing in the net profits generated from Forest Service outlets.

The Huron-Manistee National Forests wanted to form their own association that would have its sole interest in promoting USDA Forest interpretive activities. Conflicts have arisen in multiple agency associations. Priorities in project selection and a full sharing of profits have been the main problems with these joint ventures.

The Tawas District, on the Huron National Forest, (Figure 1) was selected as the base of Forest operations because it has the Lumbermen's Monument Visitor Center with an annual visitation of 75,000-100,000. With this amount of visitation it was thought a viable independent organization could be formed and sustained that would provide visitor information and interpretation services through the Center's sales outlet. An outlet or a group of outlets have to generate enough volume of business in order to get stock at discount prices.

The Huron-Manistee Interpretive Association was formed in May 1985. Four board members formed the executive committee and were all from the Tawas area. The board will eventually have seven members with three originating from different areas of the Forests. The executive committee is responsible for the business aspects of the association. The original board members include a bank vice president, a lawyer, a high school educator, and a retired county register of deeds.

These people were selected by the Forest Supervisor for their particular skills, their deep commitment to the Lumbermen's Monument and their leadership in community activities. They all realized and endorsed the larger role the association will have when outlets open on other districts.

Once the Association was formed it soon became apparent that there was limited knowledge on how to set up and operate a book store outlet. The who, what, where, when, and how of an interpretive sales outlet was unknown to anyone on the district. The board members understood business practices but none had experience with sales outlets. This study was initiated to find the answers to these questions. Also needed was an analysis of what was sold and what other centers had sold this year. It was felt that this would help improve sales and service to the visitor in future years.

Statement of Problem and Hypotheses

This study will answer the problem of how to design, develop, operate and analyze sales at the Lumbermen's Monument Visitor Center. It will also compare sales of other outlets in total and by category. Conclusions as to who and why visitors buy certain items will be formulated.

Associations differ in the degree of success they have in providing for visitor's needs. Most financing for associations comes from their sales outlets. Two measures of success of an outlet are total gross sales and its dollar per visitor. Of the two measures, the dollar per visitor ratio puts all outlets on an equal footing. One could assume that the higher dollar ratio outlet is doing a better job of meeting visitors desires as long as it stays within the guidelines of interpretive services.

Delimitations

This study analyzed first year's sales at the Lumbermen's Monument Visitor Center (LMVC). Data from other outlets will be used only in comparison of certain aspects of the study. The object of the comparisons was to see the difference in the category of merchandise being sold and how the Association could use that information to increase sales.

Basic Assumptions

Funds generated through associations are not intended nor expected to replace regular Forest Service funding for center operations. Their purpose and intent are to enhance interpretive programs.

Formation of a cooperating association is intended to help meet the needs of the visitor. It is a service oriented organization. Service to the public is changing from mass production to custom tailoring to meet individual needs.

The information age has educated the public. Questions from the public indicate a greater awareness of environmental issues. The public has a need to know how the stewardship of the land is being handled.

People are individuals with different needs and desires. They range the gamut of those seeking detailed scientific literature to the child wanting a coloring book of animals to the person wanting some remembrance of their trip to the National Forest.

Significance of the Study

Cooperating associations are in their infancy in the USDA Forest Service. Jim Murfin estimates that this agency contacts significantly more people on an annual basis than the Park Service. This is particularly true in the east. Lack of knowledge and realization of potential has kept many in the organization from initiating action.

This study will help bridge that knowledge gap. The potential for providing information services and funds for interpretive projects is great. Funds generated locally are spent at the local level. They are specific in purpose and do not "disappear" into the General Treasury Fund.

CHAPTER II

LITERATURE REVIEW

Prior to analyzing data, it was necessary to get a better understanding of retail marketing. Most of the information gathered was from the following:

Runyon, Kenneth, Consumer Behavior and the Practice of Marketing (Northern Arizona University: Merrill 1977)

Kotler, Philip, Marketing Management (Englewood Cliffs, N.J.: Prentice-Hall, 1972)

Social trends in recreation were reviewed to find out what type of visitor we have now and can expect to have for the next decades. Two papers that were reviewed were:

Van Doren, Carlton S., "Social Trends and Social Indicators" (1985 National Outdoor Recreation Trends Symposium II: Volume 1)

Hornbeck, Kenneth E., "Social Trends and Leisure Behavior" (1985 National Outdoor recreation trends Symposium II: Volume 1)

Merchandising of material at interpretive outlets is relatively new to the Forest Service. Literature on this particular subject is scarce. The only references available are by Michael LaBaire who is Executive Director of the Conference of National Park Cooperating Associations. He is the recognized leader in merchandising for interpretive outlets in the United States. Two of his sources used in this paper were:

"Principles of Merchandising" (The Exchange Newsletter: conference of National Parks Cooperating Associations: Vol. 2 - No 1: 1984)

"Merchandising Interpretive Materials" (Instructional video tape): Conference of National Park Cooperating Associations: 1985)

The process of researching sales items, contacting publishers, ordering materials, and setting up the sales outlet at Lumbermen's Monument was studied by reviewing Pam Killbreath's (District Interpreter) daily diary. Besides providing valuable how to information, Killbreath's diary revealed that she had spent 309 hours prior to opening day (May 24, 1985) working on the outlet setup. Two hundred thirty-two (232) hours were spent researching sales items, contacting publishers, and ordering materials. One hundred and twenty-seven (127) hours were spent setting up the sales area.

Information on the history and purposes of cooperating associations came from the National Park Service Handbook #32.

CHAPTER III

PROCEDURES

Subjects

This project studied two business aspects of an interpretive outlet. Research and design of the outlet and sale items is the first part of the project. The second aspect of an interpretive outlet concerns the visitor and how they reacted to items offered.

A. Research and Design

The subjects researched were design criteria for an interpretive sales outlet and the methods of researching and obtaining interpretive materials. Data gathered were then applied to the Lumbermen's Visitor Center sales outlet.

B. Visitors

The study population as stated in chapter I was visitors to Lumbermen's Monument Visitor Center during the summer of 1985. Those visitors who bought items formed part of the analysis. The study group included all those who visited the center while it was open. This included 71,472 out of the 79,837 people who visited the Lumbermen's Monument Observation Site during 1985.

A sample population of visitors from June 1-30, 1985 was segmented into four age groups to study each group's buying habits. Observation was used in determining age groups. The accuracy of this study depended on the ability of the salespersons to estimate age. The sample is large enough that it can be considered fairly accurate. Included in this sample were 10,842 people.

Instrumentation

Collection of data for the two part study involved different forms of instrumentation. These instruments are described below.

A. Research and Design

Design criteria and visitor service was studied via a Forest Service sponsored training session (Interpretive Association Management 1985) and an instructional video tape (LaBaire 1985).

The daily logbook of the district's interpreter was used to record activities regarding outlet preparation, selection of materials, and initial operational procedures.

B. Visitor Populations

The instrumentation used to collect data from the study population was the end of day reading from the cash register (Sharp-Model ER-3231) at the outlet (Exhibit A of Appendix A). The register reading stated how many of each item were sold that day. It also showed hourly sales data and the average amount sold per transaction. This register has a "Price Look Up" (PLU) system that automatically registers the name of the item and its price when the teller entered the stock number. This was very helpful in reducing errors in pricing and inventory.

Data for the 30 day sample population was recorded by visual observation of four age groups for all items sold during the sample period. A sample data sheet (Exhibit B of Appendix) shows the groupings of the 0-19, 20-39, 40-55, and 55+ age classes.

The investigator's personal computer (Commodore 64) was used to develop the data base for the project. A spreadsheet program (Multiplan) was developed to monitor sales and inventory. The program predicted sales and analyzed data. A program called Chartpack (Abacus Software) was used to develop the charts in this report.

Collection of Data

Collection of data for the project began in the spring of 1985. Records were kept on the new venture so that it might aid others in establishing interpretive sales outlets.

A. Research and Design

Data were collected via video tape and a logbook of activities and organized into analysis areas. Procedures of operation at Lumbermen's Monument were discussed with Killbreath (District Interpreter).

B. Visitor Populations

For the study population, data were collected from end of the day cash register receipts (Exhibit A) and recorded on an inventory control sheet (Exhibit C). Data were collected on this form for one week periods. These data were transferred weekly into the computer.

Data for the sample population were collected from June 1-30, 1985. Sales personnel recorded each transaction according to age groupings on a form (Exhibit B) that was positioned on a shelf under the register counter. Only visual observations were used to record data. The age groupings were 0-19, 20-39, 40-55, 55+. Initially ten year age groupings were used, but this proved to be too difficult to accurately observe.

Treatment of Data

A. Research and Design

Information from the spring training session and videotape (LaBaire 1985) was organized into segments of merchandising covering:

1. The Nature of the visitor
2. The Nature of interpretive material
3. Design of the outlet

Data from the interpreter's logbook (Killbreath 1985) was investigated and organized into areas covering:

1. Research of sales items
2. Ordering and payments
3. Inventory Control

B. Visitor Population

For the study population the data were formatted into weekly reports (Exhibits D-H). These spreadsheets were formulated to give information on each item:

1. Number ordered
2. Number sold
3. Wholesale costs
4. Retail price
5. Gross sales to date
6. Profit
7. Number of items sold per visitor
8. Projected sales by target dates

The items were generally listed by title and separate spreadsheets were used for books and posters. Some books were listed on the poster spreadsheet due to lack of computer memory.

Sales were analyzed by individual item, category, and level of sophistication within a category. Items were added to the inventory throughout the year to try to fill perceived voids in these areas. The six categories were:

1. History
2. Small guides
3. Large guides
4. Children's books
5. Posters
6. All other

Levels of sophistication were measured in the history and guide categories. The guide category had only introductory and intermediate levels of sophistication. The history category had these levels plus an advanced level of sophistication.

Recorded sales by the age groups of the 30 day sample project were tabulated and categorized using the same method described above. Two additional categories were separated from the six categories to further segment markets within this sample.

Yearly sales data from Seneca Rock's, Sylvania, and Shenandoah visitor centers were received. Items from each center were grouped by category and compared to Lumbermen's Monument. The categories were:

1. History
2. Small guides
3. Large guides
4. Local guides
5. Children's books
6. Posters
7. Postcards
8. Maps
9. Other items

Finally a study of monetary returns per visitor was tabulated. Total sales were divided by visitation to get the dollar return per visitor. Center directors were called to verify data and discuss strengths and weaknesses in their programs.

CHAPTER IV

ANALYSIS OF DATA

A. Merchandising

Most of the material presented in sections A - C, came from an instructional video presentation by Michael LaBaire (Executive Director of the Conference of National Park Cooperating Associations).

To effectively carry out their interpretative functions, cooperating associations must do all they can to make the visitor aware of all the interpretive and educational opportunities available to them.

In sales outlets this can be done by applying the display, techniques known as merchandising. The two aspects of merchandising that need to be understood are the nature of interpretive materials and the nature of the visitor.

1. Nature of the Visitor

In designing an outlet, the designer needs to understand the nature of the visitor. The two characteristics of concern are the physiological and psychological needs of the visitor.

a) Physiological Characteristics and Needs

Merchandising must account for the biological needs and limitations of the visitor in order to provide a humanistic environment. The outlet is designed to meet these needs so that visitors can explore and gain the maximum benefit from their visit. The design section of this chapter outlines the characteristics needed to meet this objective.

b. Psychological Characteristics and Needs

Usually people are infrequent visitors to Forest Service facilities. When they enter unfamiliar areas, people tend to employ defensive tactics to avoid embarrassment or discrediting actions. Characteristics of these people are:

1) They tend to avoid situations where they are unsure of the action to take or are unsure of the results of that action.

2) When people visit new areas they become psychologically deaf and blind. People asking where the restrooms are, even though its plainly marked, is one example of this phenomenon.

3) Our visitor tends to be moderate. They don't want to be first or last; they don't like to be stared at or watched. Most are shy in new surroundings. They need time to become accustomed to an area before answering questions such as, "May I help you ?".

4) People are attracted to people, movement, light, and quantity.

The first intent of a bookstore is not to sell merchandise, but rather to create an environment that will reduce anxieties and invite people to stay, explore and seek information.

2. Nature of Interpretive Materials

Each type of interpretive material has physical characteristics that require a special form of presentation. One of the challenges of merchandising science is to find the optimum way of displaying each of these products.

Presentation techniques develop through an analysis of the characteristics of each product. Their characteristics can be classified in a number of ways but we will consider them in terms of dimensionality.

Dimensionality in terms of merchandising is the dimensions that an item takes in space and time. In displaying items there are four dimensions.

a. Single dimension items (one surface), such as posters, slides, and postcards are best displayed vertically with at least one sample of each item fully exposed. The investigator has been to one retail outlet where posters were rolled up with only a label to give a hint to what's inside. Vertical surfaces such as walls, poster racks, postcards and slide racks are all good mediums of presentation

b. Two dimensional items, such as books, are best displayed vertically with their front covers exposed. Front cover exposure gives the visitor more information than a spine out arrangement. Most book stores aim for a 75 percent full cover exposed display. A flat book shelf is not conducive to this type of display. Books tend to fall forward if placed upright. If the book is tilted back on a flat shelf the book will be harmed (spine bent and pages curled) in a short time. Modern book shelves are designed for full cover and/or spine exposure by being 'L' shaped and tilted 15 degrees to the rear, with a 6 inch base and a 6 inch back. This full exposure system makes it easy to explore and replace a book.

c. Three dimensional items such as statues and Smokey Bear dolls can be viewed in many directions. They are best displayed when they can be approached from a variety of angles. lands or table displays (surfaces parallel to the floor) are preferred.

d. The fourth dimensional aspect of the nature of merchandise is the time it takes to perceive an item's full value. Single dimension items such as poster generally take the least time to evaluate. Poster racks allow the visitor to quickly scan many posters and select their choice. Books generally take the most time to discern their value so displays that encourage browsing and timely exploration are best.

B. General Design of an Outlet

In order to provide for the physiological and psychological needs of the visitor, the outlet needs to meet certain design and humanistic criteria. This will allow the visitor to concentrate on achieving the most enjoyment and education available.

Merchandising includes all aspects of outlet design, from general layout to specifics of shelf arrangement. Providing the congruent environment is the goal. Simply stated the congruent environment is one that is natural and agreeable to the the visitor and is in harmony with its surroundings. The analysis will go from the general store layout to specific arrangements in the analysis.

There are four elements of design that each outlet should have in order to provide this type of environment.

1. Comfort

- a. Room temperature should be 65-70 degrees with a relative humidity of 50 percent.
- b. Lighting should be indirect full spectrum for the general store area.
- c. Down lighting for displays should have the following intensities:
 - 1) Browser displays - 30-35 footcandles
 - 2) Feature displays - 100 footcandles
 - 3) Service desk - 70 footcandles

2. Hospitable

- a. Color, line, and texture of the outlet area should encourage browsing and exploration. If it looks like a chain store retail outlet then modifications are in order. The outlet should fit into the scheme of the center or district office.
- b. Display fixtures should be open and encourage exploration.
- c. Merchandise should be available to handle.
- d. Service desks should not serve as barriers or walls. They should have openings to indicate a willingness to mix and to serve the visitor. They should also be placed far enough away from the sales area so that the visitor feels comfortable in browsing. Do not feel you have to put a desk where you can see everything. This denotes a lack of trust. The Forest visitor is not a high risk person. You will lose much more in sales by being protective than you will from theft.

3. Intelligible

- a. There should be a logical signing and wayfinding system.
- b. Major categories should be signed with terminology consistent with that in the recreation area.

4. Customer Service

The principle of a respectful attitude is a fundamental of merchandising. Three characteristics of a respectful attitude are:

- a. Cleanliness and neatness in personal dress and in the outlet indicate the pride that is taken and the commitment to providing quality service to the visitor.
- b. Materials should be pristine and handled with care.
- c. Courtesy, helpfulness, and product knowledge demonstrate how we value our visitors.

These four elements, especially customer service, reflect on both the outlet quality and the Forest Service. Sales outlets at districts and visitor centers are primary and many times the only contact that the public has with the agency.

C. Specific Design Elements

More specific design arrangements that are important in providing the congruent environment and that provide that professional touch will now be discussed.

1. Wall fixtures (Figure 2) have three zones that are important in meeting the physiological needs of the visitor.

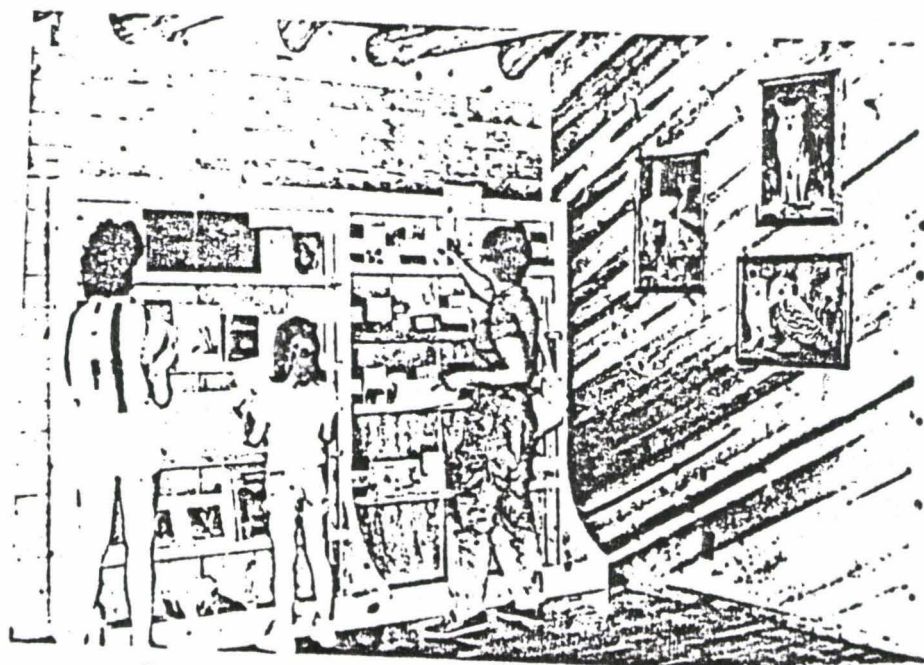
- a. The easy reach zone is the area within the arc of ones arm. It can be reached without much effort. It can be used for impulse items and the primary arrangement of categories.
- b. The lower reach zone extends down to the floor and requires bending or stooping. This area can be used for categories and storage for overstock items.
- c. The upper reach zone (generally 6' 6" and above) is not readily accessible to the visitor. In attempting to reach items from this height the visitor could easily drop the item, damaging the item and/or injuring themselves.

Lumberman's Monument Sales Outlet



Poster rack with storage bin below.

Fig. 3



Bookshelves and posters displayed on wall. Fig. 2

2. Arrangement of the books on the shelf is to arrange items by the rule of theme. Categories such as bird books or historical books should be grouped together. In a retail outlet books are usually grouped by publisher or by format. For instance in a retail outlet all the Peterson Guide books are grouped together and Audobon Guide books will be grouped in another spot.

Thematic arrangement of books is unique to interpretive outlets. The goal is to provide the broadest array of items on any one subject in the most convenient manner to the visitor. The visitor now has several options conveniently located and can base their decision on:

- a. Level of Sophistication - introductory, intermediate, or advanced
- b. Price
- c. Format - hardcover, softcover, coloring book, calendar, etc.

It is important to try to provide several levels of sophistication. Visitors have various backgrounds, from novice to expert, on any one theme. A Variety of sophistication levels will allow visitors to gain the most knowledge based on their experience levels. Having several levels of sophistication on bird identification will make it look like you have everything there is to know on that given subject.

3. Arranging items on a shelf is reflective of the physiological, psychological and cultural characteristics of our visitors. In the U.S. culture people read from left to right. Our shelves should also be arranged that way. Three ways of doing that are:

a. Specific to General

Visitors usually look first for items that are specific to the site. This arrangement conveniently fits that need. Site specific material needs to be augmented with more general coverage of the theme. Coverage of the history of logging in middle Michigan may not be as interesting to a person from Wisconsin. This can be provided for, with a book covering Great Lakes logging.

b. Simple to Complex

Introductory level items will be to the left. Children's books will usually be first and should follow the same rule of theme and be put with the adult books. If you have room you can repeat titles in a children's section. Some of the coloring books are very detailed and informative and are bought by adults. The investigator wouldn't let his kids color the "Minnesota Logging" coloring book until he had finished reading it. It was very informative on early loggers daily lives and terminology. After two days in the bathroom library, it was stolen by his son.

c. Most Popular to Least Popular

This arrangement will put most often sold books of a certain theme first. Least popular does not mean a book is poor. Usually your more complex or scientific books have a more limited clientele. If a book is truly of poor quality, leave it in the corner and lower the price. Let the people decide if the lower price more realistically reflects its value.

The entire outlet does not have to follow one arrangement. Themes may be arranged in different ways. Stay consistent within a single theme.

4. SMOWS is the acronym for a primary corollary in the book trade. It stands for, Sell More Of Whats Selling. If an item is selling well, feature it in a display. Featuring poor sellers in order to boost their sales will only result in lower overall sales. Merchandising can only bring attention to a book. The books sell themselves. Interpretive outlets are not in the business of selling "bad" books.

5. Put multiple copies of an item on a shelf. Our visitors are moderates. They don't want to be first or last. They want pristine products. Single copies on a shelf tend to become worn from people examining them. Even if the product is in good shape, the people usually pick a item behind the first because they assume its fresher.

6. Ambiguity is a repellent to most visitors. As stated before they are in a situation where they do not want to do anything that might embarrass or discredit them. Intricate arrangements or single display copies on a pedestal, make the visitor wonder if the book is to be picked up. Another situation is where you have a display such as a poster rack but the posters are behind the service desk. The visitor may wonder if its just a display or may be too shy to ask someone where they are located.

Putting supply next to presentation is a cardinal rule of interpretive outlets (figure 3). You can have an intricate arrangement, but put an easily recognized supply next to it. If space does not allow this then a bridge (usually a sign) indicating the source of supply is needed. If at all possible put supply next to presentation.

7. Price labels should be put on the back. Let the visitor judge the book for its value prior to seeing the price. Don't predispose the visitors choice by putting prices on the front. Use pricing labels with nonaggressive adhesive backing so that, when the purchaser wants to peel it off, they won't mar the cover.

8. Demonstrations of a product's usefulness (an orienteering demonstration next to an orienteering book) gives the visitor an inside look at a product. Other demonstrations might show the tools needed or the results of an activity book. These demonstrations add variety and increase the visitor's awareness at a sales outlet.

These merchandising techniques were taught to us at a training session in the spring of 1985 by LaBaire and Murfin. They were reinforced by Michael LaBaire's instructional video tape. They helped us have a very successful first year monetarily. More importantly, it provided our visitors with a professional outlet that maximized visitor convenience and education.

D. Selection of Sale Items

The types of items we give or sell are based on the threefold purpose of interpretive outlets mentioned in Chapter I. The items must meet the goals of remembrance, tools, and augmentation in relation to a park or area theme.

The Lumbermen's Visitor Center is a historical site with exhibits relating to the early logging era of Michigan. Exhibits also show how the forest environment evolved naturally and through establishing plantations during the Civilian Conservation Corps era.

The themes of the Center are logging history, especially the river drive aspects, the forest environment, and resource management. Items for distribution (free or sale items) should reflect these themes.

One other theme an interpretive outlet of the National Park Service or USDA Forest Service should represent is the theme or mission of the parent agency. This is formally stated in the National Park Service Handbook (NPS-32). The Forest Service guidelines on this are not written but it is being done at all outlets.

Another consideration in selecting items, is the type of visitor that will come to the site. Visitors to a district office will be seeking information, transacting business, but rarely will come to see an attraction. Most of the time the visitor is local. Their needs would tend to be more specific in nature. They would not be as interested for example in the small scale Forest map but are interested in more detailed or topographic maps. Items that will meet their needs are different from the general tourist. People at a visitor center would tend to be new or infrequent visitors who will require more general information.

According to demographic and psychographic studies surveys, the National Park visitors are usually more traveled, more affluent, and better educated than the average tourist (source - LaBaire video). It was felt that this was true of visitors to Lumbermen's Monument.

Another assumption was that visitors come from areas as formulated by Gartner's (instructor - Clemson) presentation. Gartner quoted surveys that show visitors to an area will be mostly regional. Visitors within a one day drive will form the vast majority. Our guest register book appears to prove this to be true.

The Huron-Manistee Forests are within one day's drive of 46 million people. The Forest draws visitors from Illinois, Indiana, and Ohio, including the metropolitan areas of Chicago and Detroit. The Tawas District is the closest district to Detroit (169 miles). It is located on a major northern travel route along the western shore of Lake Huron (Figure 4). Other major cities are also located along this route.

Visitors with urban backgrounds, a variety of interests, and little knowledge of the Forest Service and its function would be the norm at the Monument. This in no way reflects on their intelligence or education level. It does suggest that interpretive items will have to be more general and eye appealing than a book on the history of early resident families of the area. There was a need to stock a variety of sophistication levels, but the association didn't order a lot copies of the very specific knowledge items. The book mentioned above was stocked and it sold fairly well because the local visitor saw "great grandpa's" name in print.

E. Researching Sales Items

Once the general themes were identified, the job began of finding materials to meet the threefold purpose (remembrance, tools, and augmentation) of the interpretive outlet.

Several other Park Service and Forest Service affiliated associations were contacted. All were very helpful and supplied the association with titles and publishing sources. One notable item, was that the older established associations had a wealth of materials specific to their park area. Many of these were published either directly or indirectly through the local cooperating association. These materials are high quality items that truly must add to the visitors experience at the park.

Another source of information was the Books in Print catalogs of books currently being marketed. Books in Print catalogs are available in most libraries and usually is a three volume set. The listings are arranged by subject matter, authors, and alphabetically by title. The catalogs give the title, author, and the address of the publishing house(s) currently distributing the book. Several good titles were found this way.

Figure 4 : Origination of Visitors



Contacting publishers on one title often led to the discovery of several publications. Of course, they are in the business of selling books, but this is one of the few industries where you don't have to go through a middleman to get results. Even the larger publishing houses who had distributors were willing to deal with the association directly and give a good discount rate (40 percent discount - the industry standard). Many of the smaller companies specialize in nature or historical publications and are an excellent source of information. Over 50 publishers were contacted and presently the Association is doing business with 20 of them.

F. Ordering and Payments

Publishing houses sent the necessary forms for ordering. Some companies asked for references. Because the Association was new, they had no business references. They were not turned down by a single publishing house because they lacked references! Publishing houses dealing in books and posters concerning nature are aware of nonprofit associations. Nonprofit associations have a good track record and publishing houses are willing to extend credit to new ventures.

Being a new organization, most publishers sold books to the Association with no down payment and 90 days to pay. Two of the biggest publishers gave them until December 31 to pay. Most of these were one year specials, but it shows the length publishers will go to aid interpretive associations. This was like an interest free loan and enabled them to finance the operation with minimal capital.

G. Inventory Control

Inventory control is essential to keeping costs down and assuring a full supply of all items. At smaller outlets this can be done by hand. Larger outlets (\$10,000+ gross sales) can be handled easier using a computer. Lumbermen's Monument had gross sales in excess of \$20,000. The association had no capital at the beginning of the year. A line of credit (up to a \$10,000 limit) and delayed billings from publishers allowed them to begin.

The investigator used a small personal computer (Commodore 64) and a spreadsheet program (Multiplan) to track specific business activities. He was able to keep track of inventory, gross sales, profits, and sale rates of individual items per visitor (Exhibits D-H).

Figure 5

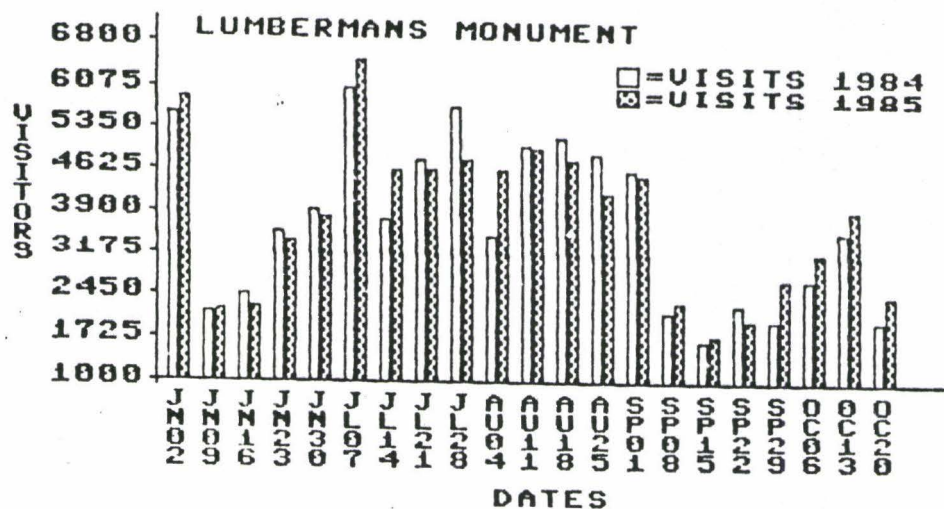


Table 1

Weekly Visitation at Lumberman's Monument

Dates	Visits 1984	Visits 1985
JN02	5600	5904
JN09	2180	2189
JN16	2453	2243
JN23	3565	3408
JN30	3957	3821
JL07	6051	6509
JL14	3770	4614
JL21	4790	4614
JL28	5718	4775
AU04	3488	4617
AU11	4056	4995
AU18	5232	4794
AU25	4934	4224
SP01	4622	4534
SP08	2185	2346
SP15	1702	1773
SP22	2275	2054
SP29	2022	2714
OC06	2726	3210
OC13	3610	3981
OC20	2054	2461

Figure 6

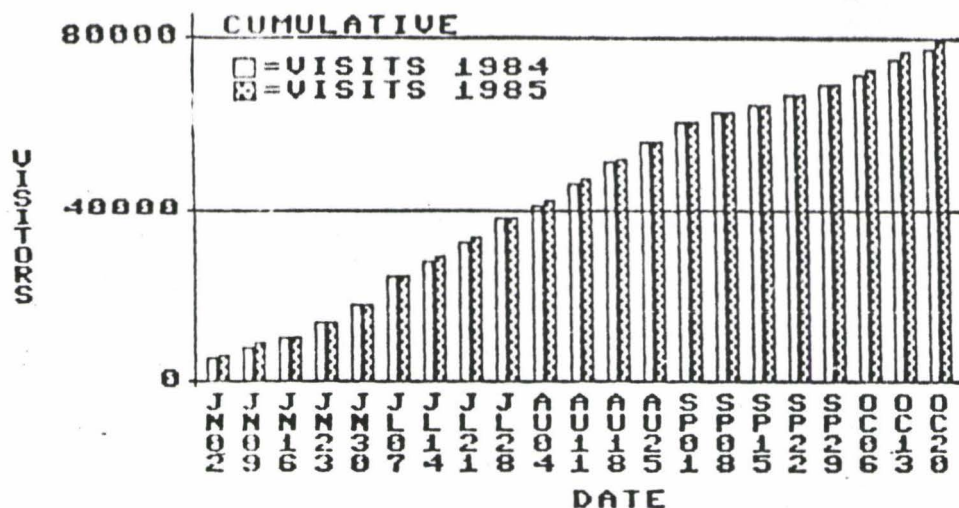


Table 2

Cumulative Yearly Visitation at Lumberman's Monument

Dates	Visits 1984	Visits 1985
JN02	5600	5904
JN09	7780	8903
JN16	10233	10336
JN23	13798	13744
JN30	17755	17565
JL07	23806	24074
JL14	27576	28688
JL21	32366	33302
JL28	38084	38077
AU04	41572	42694
AU11	46628	47689
AU18	51860	52483
AU25	56794	56707
SP01	61416	61241
SP08	63601	63587
SP15	65303	65360
SP22	67578	67414
SP29	69600	70128
OC06	72326	73338
OC13	75936	77319
OC20	77990	79780

By June 15 it appeared that the 1985 weekly visitation (Figures 5 and 6) was going to be similar to 1984. Assuming visitation was going to be equal, the sales rate per item was used to predict stocking needs. The spreadsheet was formulated to predict sales by July 7, August 15, and October 30. Orders were prepared and submitted in time to meet the July 7 prediction. This process was repeated after each target date. Reviewing the weekly spreadsheet data showed that by June 18 the predictions for total years sales were very close to actual sales. Most items were within 5 percent of the June predictions.

By using the computer the association averaged 3 turns (each turn represents an order for an item) for all sales items. The optimum profits are usually realized with a turn rate of 2.5 per year. After that the costs of managing the inventory and the risk of being out of certain stock items gives a diminishing rate of return. Computerization virtually eliminated the problem of being out of stock. There was a total of 72 book titles and 41 different posters. During the season the association was out of stock on only three books and four posters for short periods of time. Two of the books and three of the posters were out of stock prior to the July 7 target date. This date had the least data for its prediction model. Managing the inventory (ordering, labeling, and storing), cost the Association very little since most work was done by Forest Service personnel.

The objective of the low level of inventory was to limit the amount that would have to be borrowed. Our line of credit never exceeded \$4,300. With this amount of borrowed money, we had gross sales of \$21,000, a remaining inventory of \$3,400, and a balance in checking of \$4,700.

H. Analysis of Sales

An analysis of sales was initiated on June 1, 1985. The 30 day sample was initially designed to study differences in buying habits among four age groups. Targeting market segments such as age grouping is essential, according to Gartner (Clemson instructor), to any retail sales analysis. In his book Marketing Management, Kotler defined market segmentation as:

The subdividing of a market into homogeneous subsets of customers, where any subset may conceivably be selected as a market target to be reached with a distinct marketing mix.

The results and analysis of the study are discussed in four parts. Part 1 will analyze sales by category and sophistication levels. Part 2 discusses sales of four different age groups. Part 3 will analyze sales between four visitor centers. Part 4 will compare overall returns of the four visitor centers.

1. Lumbermen's Monument Total Sales

In 1985 the Visitor Center sold 7600 items worth over \$21,000. These items were segmented into six general categories. These six categories were; history, small guides, large guides, children's books, posters, and other. The percent of gross sales and contacts for each category were analyzed (Figure 7 and Table 3). A contact is the sale of a single interpretive item that is bought by an individual. The word contact is used here rather than item, since contact denotes a touching with a person. Interpretive items are meant to touch people with expanded knowledge and/or emotional awareness. Analysis of the data reveals:

- a) Posters in terms of gross sales (42%) and contacts (52%) dominated all other categories. Sales in most other categories ranged from 11 to 17 percent.
- b) It was assumed during the summer of 1985 that gross sales of historical and large field guides would be small compared to small guides and children's books. Sale contacts were three to five times greater, but gross sales were not significantly different among these four categories.
- c) The level of sophistication study (Figure 8 and Table 4), of total sales indicated that the guide and history categories had increasing gross sales as sophistication levels increased. The assumption that introductory items were grossing more sales dollars was proven to be wrong. In general, the higher sophistication level items were more expensive. This seems to confirm LaBaire's theory that visitors are willing to pay more for quality books.

Figure 7

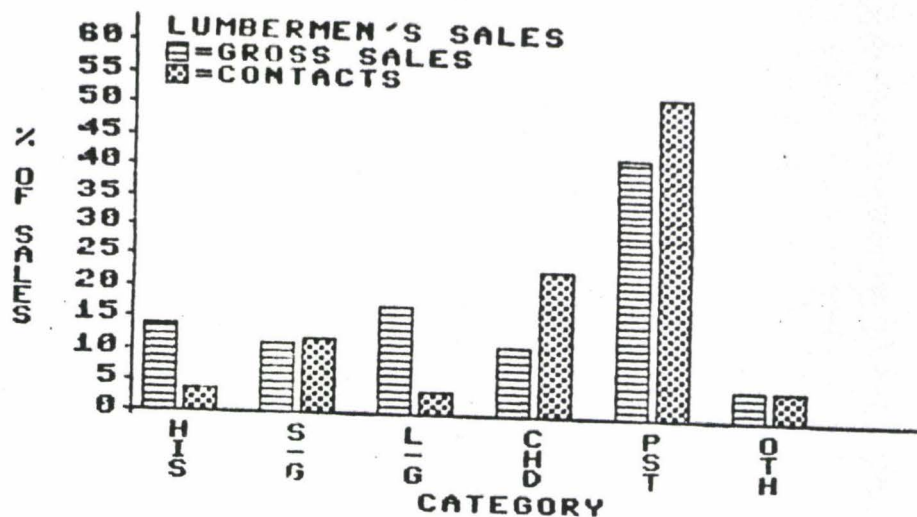


Table 3

Percent of Sales Items by Category

Category		Gross Sales	Contacts
		%	%
History	(HIS)	14	4
Small Guide	(S-G)	11	12
Large Guide	(L-G)	17	4
Childrens books	(CHD)	11	23
Posters	(PST)	42	52
Other items	(OTH)	5	5

Figure 8

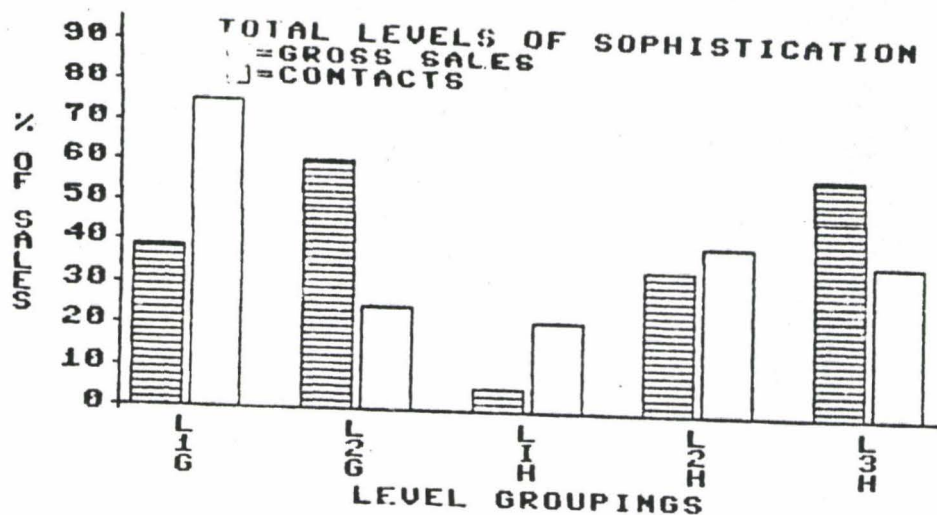


Table 4

Total Levels of Sophistication at Lumberman's Monument

Data Group Name	Gross Sales		Contacts	
	%		%	
Introductory Guides (L1G)		39		75
Intermediate Guides (L2G)		61		25
Introductory History (L1H)		6		22
Intermediate History (L2H)		35		41
Advanced History (L3H)		59		37

2. Buying Characteristics by Age Groupings

Market segmentation by age groupings was selected as a study. Age was an observable characteristic and it was assumed that different age groups had different buying habits. Comparisons of gross sales by category (Figures 9-12 and Table 5-pg. 37) were made within each of the four age groups. A combination (Figure 13) of all ages in the sample was used as the control. The sample population gross sales statistics for all ages was very close to the year long statistics (Table 3-pg. 32). Two additional categories (Local and Inspirational) were broken out in the age comparison for further market segmentation. The following observations by category are:

a) Posters sales dominated in all age categories with a maximum of one-half (52%) of sales in the 0-19 age class to a minimum of one-fourth (27%) of sales in the 55+ age class.

b) Inspirational books had the least sales in all except the 55+ age grouping. Even in this age group, sales of inspirational books were low (4%).

c) In the guidebook categories, sales of the large guide books exceeded small guides except for the 0-19 age group.

d) The percentage of children's book sales was consistent (11-15%) among all age groups.

Sales comparisons by age and category (Figure 14 and Table 6) show that the 20-39 age group dominated sales in all categories except history. The second most dominate group was the 40-55 age group. This group was first in the history category and second in all other categories except for the categories of inspirational and other.

Figure 9

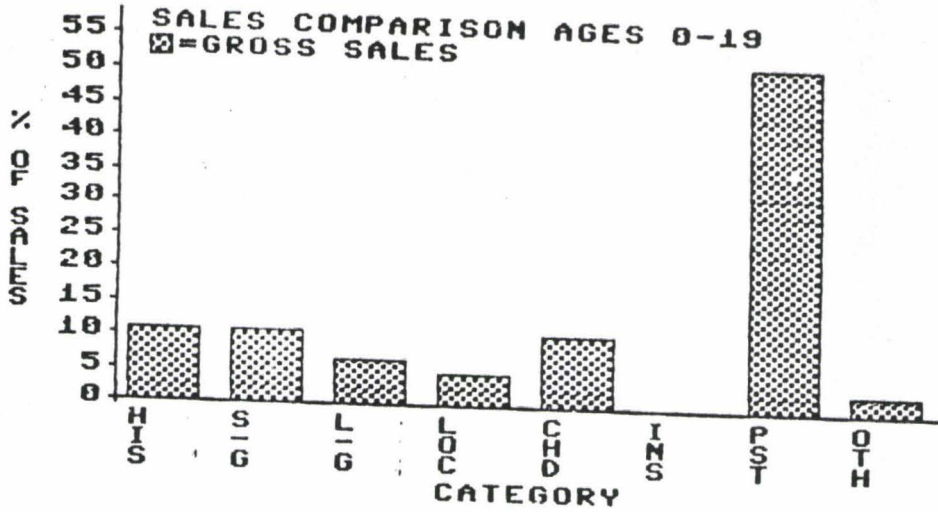


Figure 10

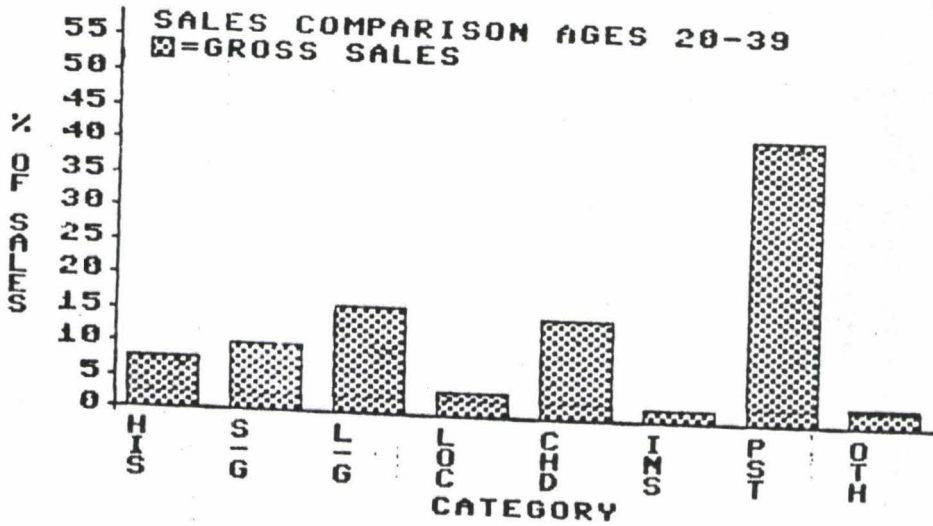


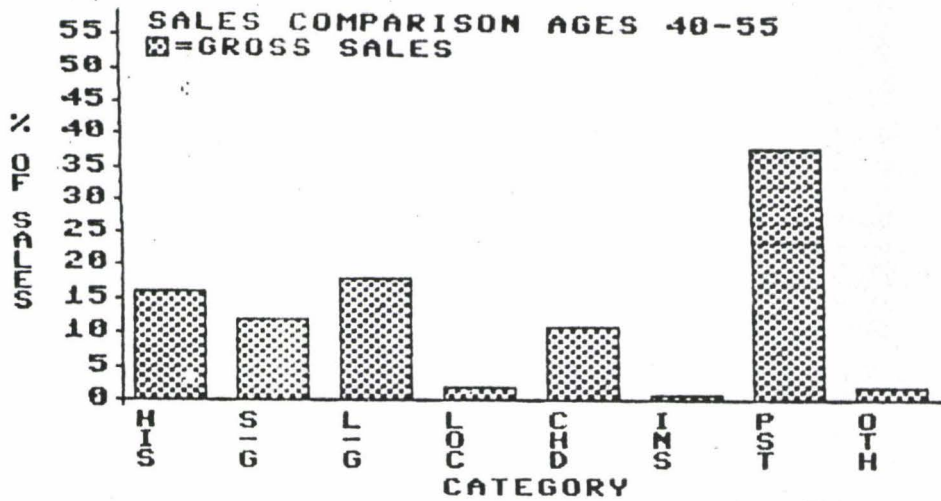
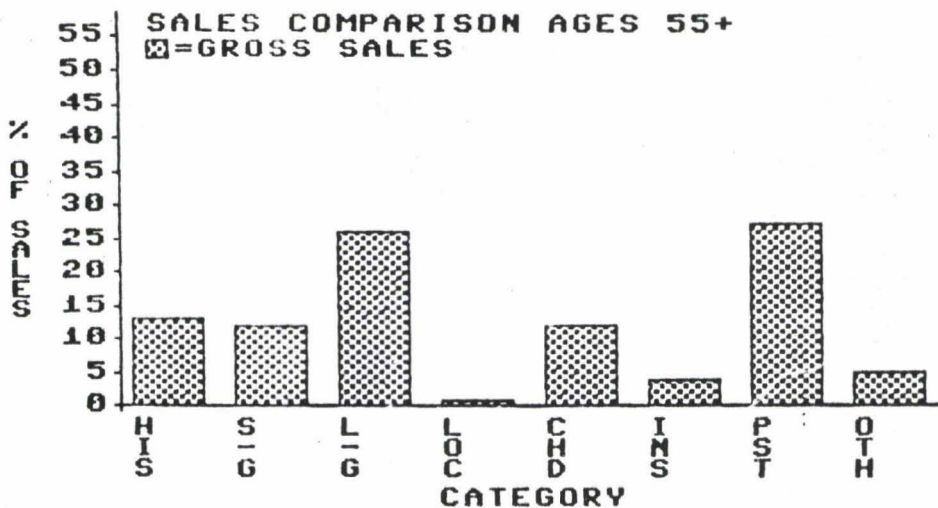
Figure 11Figure 12

Figure 13

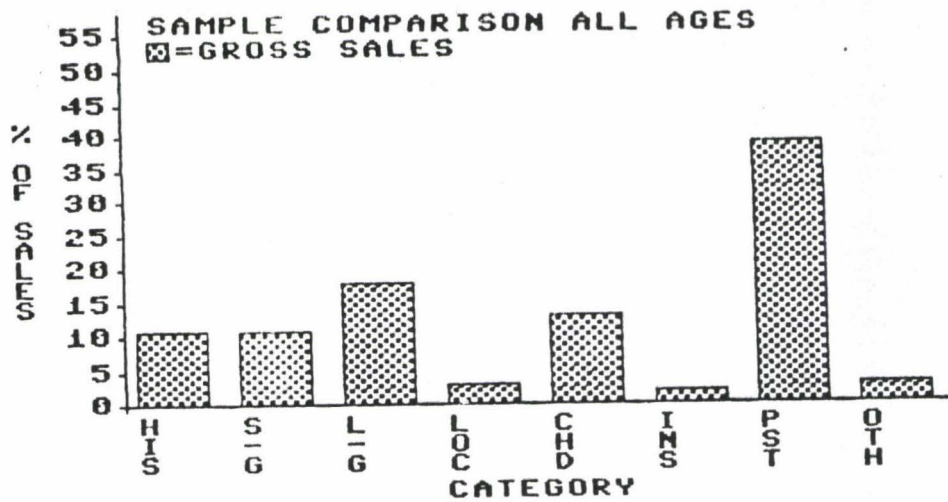


Table 5

Sales Comparison by Category and Age Group

Category	0-19 %	20-39 %	40-55 %	55+ %	All Ages %
History	11	8	16	13	11
Small Guide	11	10	12	12	11
Large Guide	7	16	18	26	18
Local Guide	5	4	2	1	3
Childrens books	11	15	11	12	13
Inspirational	0	2	1	4	2
Posters	52	42	38	27	39
Other items	3	3	2	5	3

Figure 14

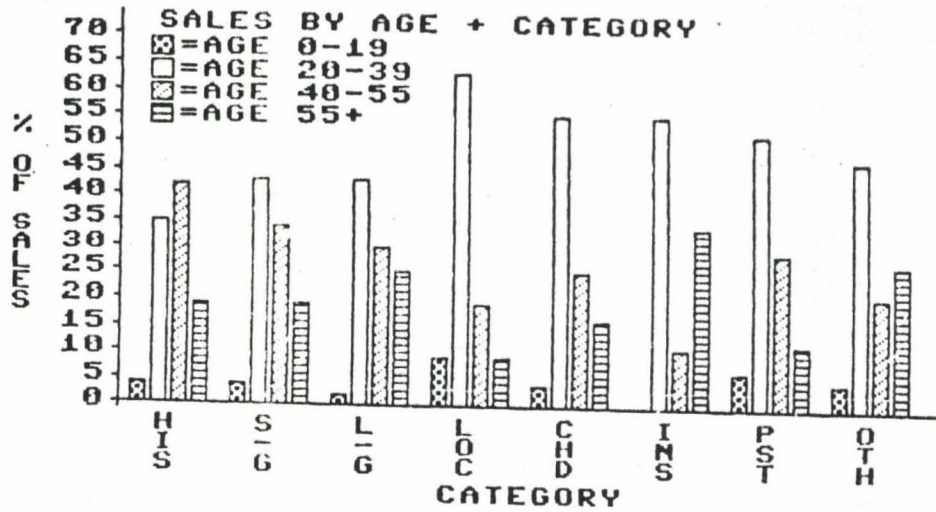


Table 6

Sales Comparison by Age and Category

Category	0-19 %	20-39 %	40-55 %	55+ %
History	4	35	42	19
Small Guide	4	43	34	19
Large Guide	2	43	30	25
Local Guide	9	63	19	9
Childrens books	4	55	25	16
Inspirational	0	55	11	34
Posters	7	52	29	12
Other items	5	47	21	27

Shreyer (Clemson instructor) said that the average age of the population is now 28. If the visitors to our Center fits the average population demographics, then this would, at least partially explain the dominance in sales by the 20-39 age group. In his paper "Social Trends and Leisure Behavior", Hornbeck states that the post war baby boom is entering middle age. Between now and 1995, people in the 35-44 year age bracket will increase 48 percent from 14.5 to 21.6 million people. Total sales by age group (Figure 15 and Table 7) illustrates the dominance that is already taking place in this age group.

The significance of this is that our study showed that sales in the older age groups is more varied. Sales in these age groups were less dominated by posters and people are seeking more upscale items. Van Doren's paper "Social Trends and Social Behavior", states that there is evidence that the mass market for goods is shrinking. The upscale market is growing at the expense of the mass market. Van Doren states that this is probably a result of population aging and the decline of the middle income population.

Levels of sophistication by age group (Figures 16-19 and Table 8-pg. 43) indicate a general trend that the age groups beyond 19 years tended to buy more sophisticated material. The only anomaly was the history levels (Figure 18) in the 40-55 age group. This may be explained by the relatively small sample and that the differences in the intermediate and advanced history levels are minor. This anomaly affected the average (Figure 20) for all age groups of the sample population.

The results of the age segmentation study indicate that, if the type of items sold remain the same, then future sales of mass market items such as posters will decline relative to more upscale items.

Figure 15

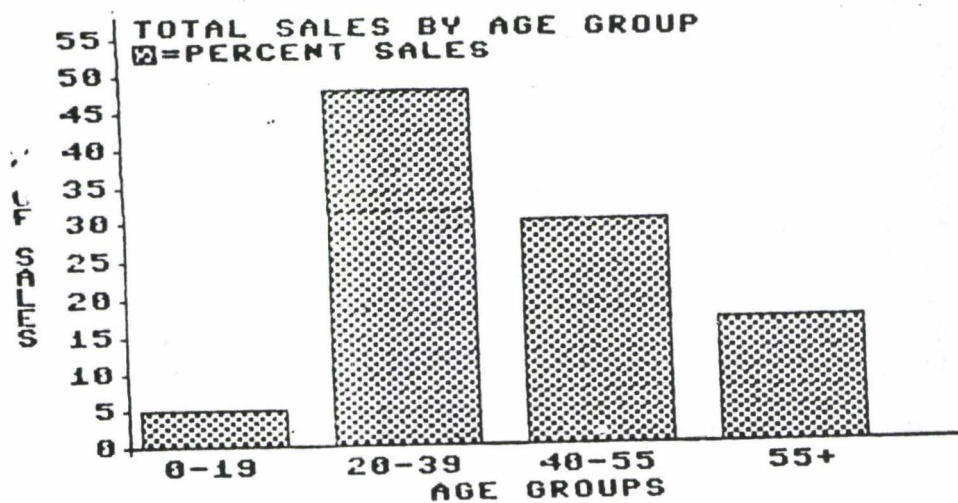


Table 7

Total Gross Sales by Age Group

Age Groups	%
0 - 19	5
20 - 39	48
40 - 55	30
55+	17

Figure 16

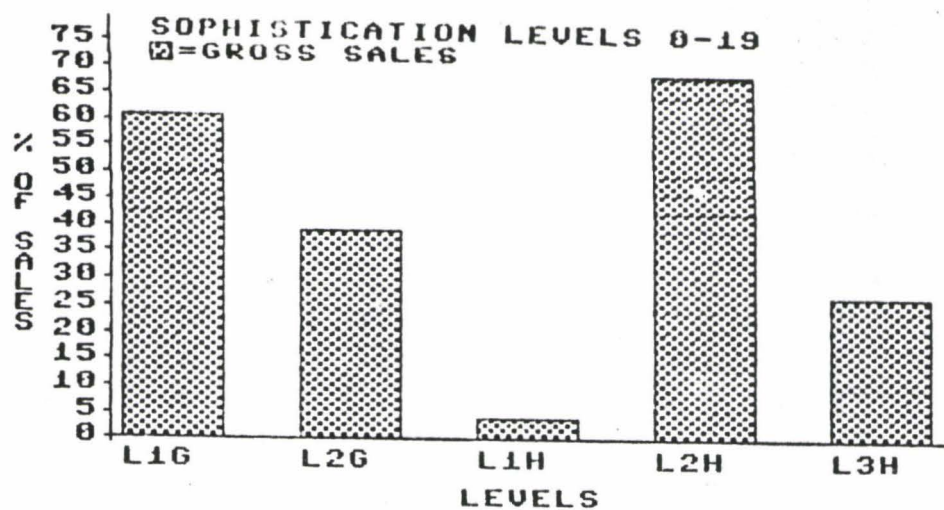


Figure 17

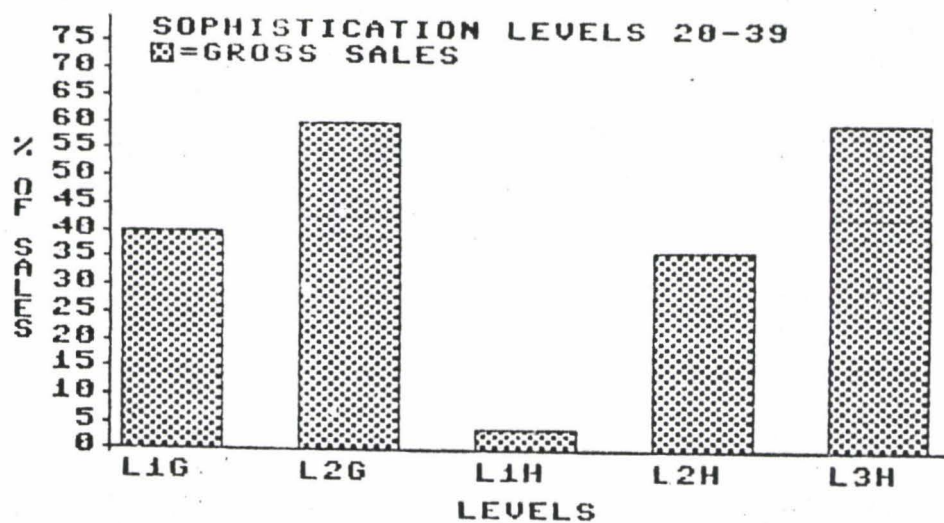


Figure 18

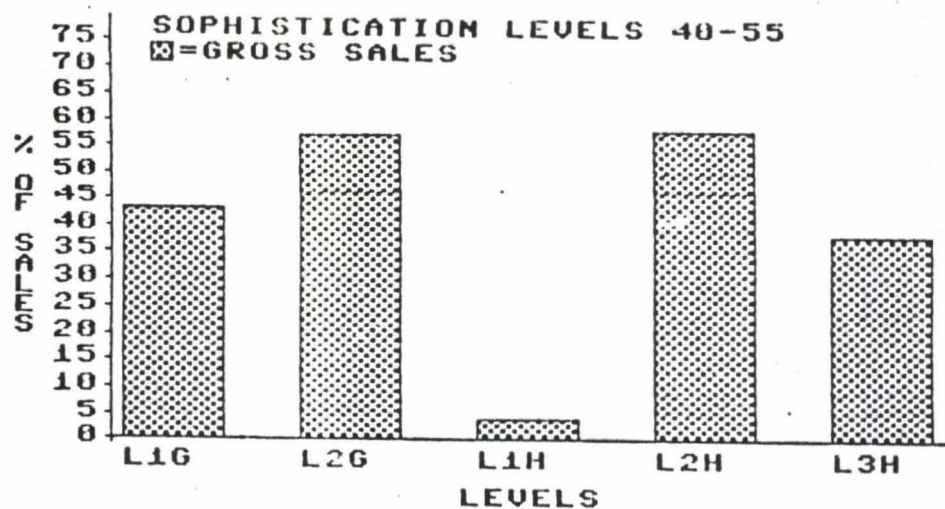


Figure 19

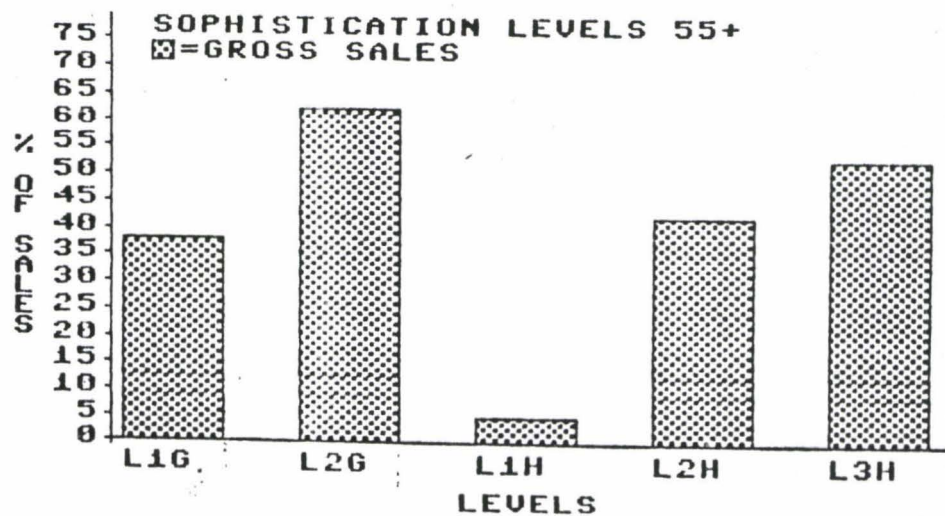


Figure 20

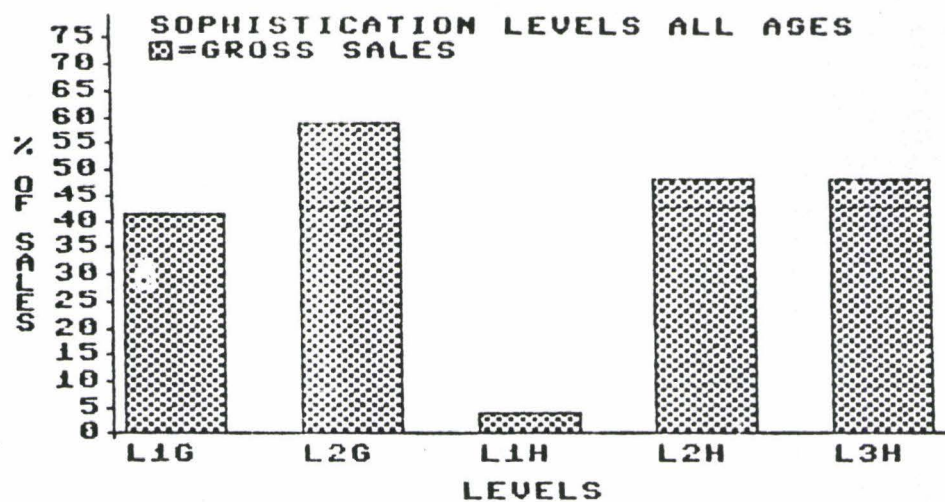


Table 8

Gross Sales by Sophistication Level

Sophistication Levels	%
Level 1 Guide	41
Level 2 Guide	59
Level 1 History	4
Level 2 History	48
Level 3 History	48

3. Sales Comparisons to Other Centers

A survey of sales by category of four visitor centers (Figure 21 and Table 9) revealed noticeable differences in percentage of sales by category. Each center is unique, but all sold items in the first seven categories. The type of site and the outlets feature displays promote sales in certain categories.

a) At Shenandoah National Park, maps (19% of sales) are essential for the visitor to fully explore the area. Maps are sold not only at the visitor center but also at all four entrance stations. Postcards (10% of sales) sell well here because of the historic and scenic nature of the park and because of their relatively low price compared to the concessionaires and other retail businesses in the area.

b) Seneca Rocks Visitor Center features its hiking maps (16% of sales) on bulletin boards on the outside of the center. Maps orienting the visitor to the numerous trails and recreation sites is essential to the enjoyment of the area. The Association has the best maps.

c) At Lumbermen's Monument, posters (42% of sales) used a poster rack (Figure 3) with over 40 posters, as a featured display. The large selection, quality, and easy availability were major factors in the high percentage of sales.

d) Sylvania sells a bigger percentage of large field guides (33%) in relation to other products. The investigator could not contact the Center Director to find the reason for this. It is presumed that the large field guides dominated the available shelf space. The selection of books at this outlet is smaller than the other 3 centers.

Figure 21

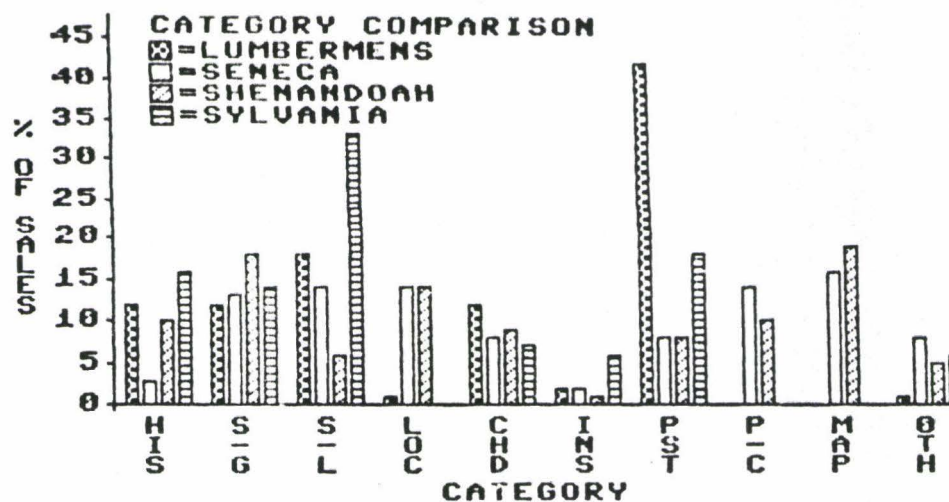


Table 9

Gross Sales Comparison by Category and Visitor Center

Category	Lumbermens %	Seneca %	Shenandoah %	Sylvania %
History	12	3	10	16
Small Guide	12	13	18	14
Large Guide	18	14	6	33
Local Guide	1	14	14	0
Childrens Books	12	8	9	7
Inspirational	2	2	1	6
Posters	42	8	8	18
Post Cards	0	14	10	0
Maps	0	16	19	0
Other Items	1	8	5	6

Figure 22

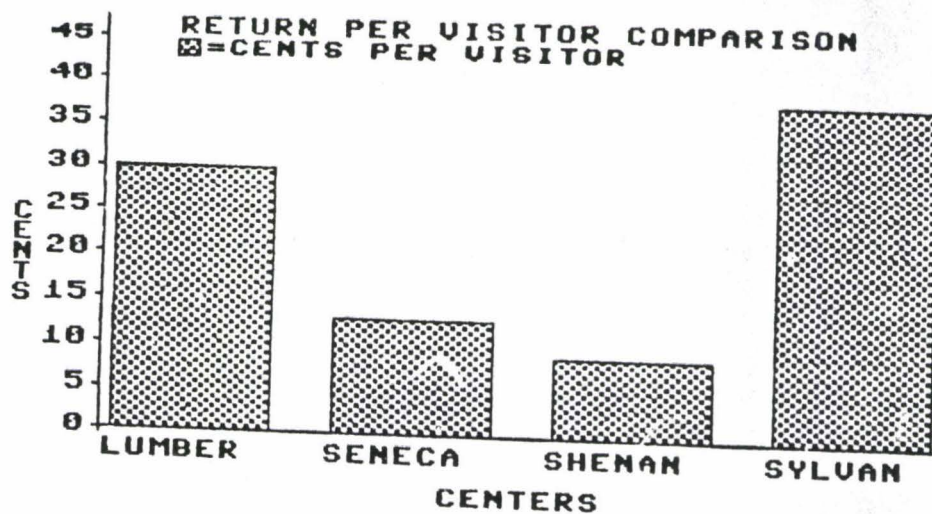


Table 10

Comparison of Return per Visitor

VIS	Cents per Visitor
Lumbermens	30
Seneca	13
Shenandoah	9
Sylvania	38

4. The differences in monetary return (Figure 22 and Table 10) per visitor ranged from 9 cents per visitor at Shenandoah National Park to 38 cents per visitor at Sylvania. This difference can be attributed to two factors.

a) Visitation Numbers for the Center Outlet Not Accurate

At Shenandoah the number of visitations at the park is accurate, but not all people stop at either of the two interpretive outlets. Competition for the visitor dollar is intense as the park also has several retail concession outlets. The two interpretive outlets are very attractive and professional. Counts of people actually visiting the outlets would confirm a higher rate of return.

b) Management of the Outlet

The variety of materials, quality of materials, and professionalism of the outlets will affect sales. This factor is the one that can be controlled by the manager of the site. Sylvania Visitor Center had the highest rate of return and observations by others is that this is truly a quality outlet.

Sales return per visitor is one measure of a quality outlet. A goal of 50 cents per visitor does not seem unreasonable. Better targeting of different market segments to provide quality items that meet the visitor's needs will help meet this goal. A 50 cent per visitor rate would increase gross sales at Lumbermen's Monument from \$21,000 to over \$35,000 without increasing labor costs.

The investigation of sales by age, category, and levels of sophistication will aid us in attaining the threefold purpose of, remembrance, tools, and augmentation, of the interpretive association. Using Gartner's market segmentation theory and LaBaire's marketing theories, helped to analyze the data collected in 1985. Improvements in providing more variety in categories and levels of sophistication are indicated. The historical category needs more items at the introductory and advanced levels. Providing maps and a wider variety of local guides is also indicated. Advanced nature guide books and postcards will also need to be added to meet visitor needs.

CHAPTER V

SUMMARY AND CONCLUSIONS

Summary of Procedures and Findings

This study was designed to answer questions concerning business management aspects of an interpretive association retail outlet. Specifically it was to solve the problem of how to:

- A. Design a professional outlet.
- B. Establish and operate the outlet.
- C. Analyze sales data to provide better service.

Several forms of research were required to accomplish this. Data from personal diaries, cash register, video tape, and computer analyses were utilized in this study.

Results of the findings showed that overall the Lumbermen's Monument sales outlet ranked second, compared to the three other centers in this study, in returns per visitor. There were a variety of materials offered in several categories and levels of sophistication.

Following the design characteristics set forth in Michael LaBaire's video provided the visitor with a variety of interpretive materials in a professional setting.

Book publishers can offer a variety of aid to a new interpretive association. Through extended credit or delayed billings a new association can begin a sales outlet with minimum capital.

A key ingredient in keeping the line of credit to a minimum was use of the investigator's personal computer. With a new outlet there is no track record of how well items will sell. In order to keep inventories low and yet not run out of stock, a tool is needed that can track inventory and predict sales. In reviewing records of the June 18 sales report, the computer prediction model, accurately forecasted yearly sales within 5 percent for over 97 percent of all stock. At the time there was only four weeks of data (17 percent of the total years sales) on which the computer could base a prediction. The average sale rate of an individual item per visitor was amazingly consistent. Tracking and predicting sales for over 72 separate book titles and 41 different posters would have been extremely difficult without the aid of a computer.

The findings indicate some categories had only one or two levels of sophistication. Comparisons with other centers revealed that Lumbermen's Monument does not have some categories of merchandise that sell well at other centers.

Sales data indicated that, while sales of introductory material were more frequent, sales of higher sophistication level material equaled or exceeded introductory revenue. As age increases people desire higher levels of sophistication in books. They also seek more variety and upscale items. Mass market products have less appeal for the older age groups. Featured displays of materials along with easy availability have a positive effect on sales.

Conclusions

Based upon the findings and within the limitation of this study the conclusions are:

1. The Lumbermen's Monument did well in its first year of operation. There was a variety of material in several categories and some had several levels of sophistication. Additional categories and more levels of sophistication in present categories are indicated. Additional varieties are needed for the more mature visitors to enhance their experience.
2. The sales outlet met many of LaBaire's design criteria. The sales outlet does need improved lighting over the bookcases and the service desk. Though space is limited, opportunities to have feature displays of interpretive material will bring attention to worthwhile material and generate more sales.

3. Book and poster publishing businesses are unique in their organizational structure. The Association was able to contact over 50 publishing houses directly with no middleman. They are currently buying materials from 20 of the publishers. Minimum orders of 20 books will usually enable you to get the standard 40 percent discount. Posters have a standard discount of over one hundred 100 percent.

4. The computer aided the Association in minimizing capital expenditures and in maximizing profits. Without it, higher levels of inventory would have had to have been maintained to avoid the risk of running out of stock. The computer used was pushed to the maximum to provide this data. The relatively slow speed and limited computer memory necessitated segmenting the inventory into several spreadsheets. On average this investigator spent three to four hours per week at home, entering data and getting printouts. Most of this time (75%) was spent waiting for the disk drive and printer to do their job. Data entry was quick and easy once the spreadsheet appeared on the monitor.

Discussion and Implications

With sales of \$21,000 in its first year the Huron-Manistee Interpretive Association was able to generate over \$10,000 in gross profits. Some of this went to pay off the loan, while the majority is reserve capital for next years inventory. The District did receive a \$700 audio/video slide projector for interpretive programs. Once the Association has enough reserve capital (estimated to take one more year), more funds will be available, for enhancing interpretive programs, at Lumbermen's Monument Visitor Center. One goal of the Association will be to hire a part time business manager in the near future. Sales will have to be in excess of \$30,000 in order that even a part time business manager will not use up all the profit.

Providing a variety of items and dealing direct with many publishers does have its costs. The District Interpreter spent many hours researching, developing contacts with publishers, ordering materials, and handling stock. She acted as business manager for the Association in all aspects except for signing checks. Almost all her time prior to the Memorial Day opening and one half her time afterwards was spent on association business. This seriously affected planning and execution of interpretive programs.

Cooperating associations can aid the Forest Service in meeting several of its goals in the area of public information. The Service has learned that it can no longer rely on letting our good deeds speak for themselves. Many of our problems of recent past can be attributed to an uninformed public. Special interest groups have done a much better job of getting their views to the public. This investigator did an informal survey of visitors to the Visitor Center. He asked one simple question, "What does the Forest Service do on the National Forest?" By unofficial count, it was estimated that over half the visitors have the Forest Service confused with the Park Service. We are all rangers who put out forest fires, provide recreation, and preserve the Forest according to most respondents. A large minority were shocked that we cut trees. An interpretive association can aid us by providing interpretive information to the public.

There are several ways that associations can help the Forest Service achieve those goals as generally stated in Chapter I. Listed below are some specific examples of how they can aid the Service:

1. Provide sales material.

The threefold purposes of these materials being tools, remembrance, and augmentation as outlined in Chapter 1.

2. Produce publications for the organization.

Large associations have authored many local, regional, and National Park servicewide publications. Smaller associations have produced many fine publications for their park.

3. Grant Applications

Associations can solicit funds from the public and businesses. Recently the Lake States Interpretive Association received a \$100,000 grant for the expansion of the Voyager's National Park Visitor Center and for publishing a book about the area. The Huron-Manistee Association will soon be seeking a similar grant to expand the Lumbermen's Monument Visitor Center, redesign the exhibits, and publish a book on the Monument and the early history of logging.

4. Sponsoring Events

The association can sponsor events that promote cooperation among agencies or events that promote public information about the National Forests and its resource management.

Associations can do all these things without all the restrictions of the Agency. For example contracts for construction, exhibit work, and publications can be negotiated. Quality rather than the lowest bidder will be stressed.

Recommendations

Interpretive associations have proven their worth in the Park Service. All associations both large and small have one basic goal. That goal is to aid and promote the Park, Region, and Service in education and information services.

The Forest Service does not have the large associations like those in the Park Service. Large associations can do many things more efficiently. Overhead costs such as salaries for business managers, bookkeepers, and executive directors take less of a percentage of the profits with a large volume of business. Several associations have writers and people who specialize in grant applications and publishing contract work.

The Forest Service has few opportunities for large sales outlets compared to the Park Service. As stated in Chapter I, Murfin contends we do have potential. He states we contact more people, especially in the eastern United States, than does the Park Service. Region 9 has 82 district offices and Region 8 has a similar number of districts. While its true that some offices may not be appropriate, the majority have space and enough visitation to justify a small sales display.

An eastern region association should be formed including both Regions 8 & 9. This association would serve as the source of materials and revenue to many small outlets. It would generate enough sales to provide a staff without using up all the profits. It would also be large enough to provide service in publications and grant applications. Net profits should be returned to the participating outlet based on percentage of total combined gross sales. A return of 15 to 20 percent is common among Park Service associations. Three percent of the net profits is typically set aside for those projects that are regional, multiregional, or servicewide in scope.

Interpretive associations have aided the Park Service in interpretive and information services. The Forest Service has great potential to benefit from this type of cooperation with private enterprise. The result of this venture will be a better informed public, and with, that more support for the Forest Service and its missions.

APPENDIX

EXHIBIT A

YOUR RECEIPT
THANK YOU

LUNDEBERG'S
MONUMENT

08/11/85 6:27PM
0000H4780 GLORIA

H0020 1211

Z1 0183

0019H	1.000
19-FCP	\$3.95
0023H	5.000
23-WIL	\$10.00
0030H	3.000
30-MOT	\$17.85
0036H	3.000
36-TRG	\$4.50
0037H	1.000
37-FLG	\$1.50
0038H	3.000
38-TRG	\$4.50
0047H	1.000
47-LGC	\$2.00
0054H	2.000
54-FIG	\$5.90
0055H	2.000
55-BOG	\$5.90
0056H	1.000
56-FWG	\$2.95
0058H	2.000
58-STG	\$5.90
0059H	2.000
59-TRG	\$5.90
0060H	1.000
60-RPG	\$2.95
0061H	1.000
61-MAG	\$2.95
0062H	1.000
62-FSG	\$2.95
0072H	1.000
72-IGA	\$13.50
0085H	1.000
85-DAY	\$13.50
0088H	2.000
88-LET	\$5.90
0094H	1.000
94-PIC	\$10.00
0097H	1.000
97-LDG	\$10.00
0098H	1.000

98-TRG	\$10.00
0102H	1.000
102-MH	\$12.00
0103H	3.000
103-MC	\$4.00
0106H	2.000
106-LG	\$19.90
0109H	2.000
109-WA	\$7.92
0208H	4.000
208-BE	\$9.00
0209H	2.000
209-CY	\$4.00
0211H	1.000
211-SO	\$2.00
0212H	6.000
212-MA	\$12.00
0213H	1.000
213-BB	\$2.00
0215H	1.000
215-WV	\$2.00
0217H	1.000
217-WP	\$2.00
0218H	2.000
218-WT	\$4.00
0219H	1.000
219-CR	\$2.00
0220H	2.000
220-GH	\$4.00
0222H	2.000
222-CP	\$4.00
0223H	3.000
223-RF	\$6.00
0228H	1.000
228-BR	\$2.00
0229H	2.000
229-CR	\$4.00
0230H	2.000
230-GH	\$4.00
0231H	2.000
231-WT	\$4.00
0232H	2.000
232-HL	\$4.00
0233H	3.000
233-WT	\$6.00
0236H	1.000
236-GF	\$2.00
0237H	4.000
237-WT	\$8.00
0238H	2.000
238-EF	\$4.00
0239H	1.000
239-PH	\$2.00
0240H	1.000
240-SB	\$2.00
0241H	8.000

241-FR	\$16.00
0242H	2.000
242-LD	\$4.00
0247H	1.000
247-SB	\$5.00
0250H	1.000
250-WJ	\$5.00
0253H	2.000
253-TF	\$10.00
0259H	1.000
259-CP	\$0.99
0263H	1.000
263-SW	\$3.00
0267H	4.000
267-DH	\$6.00
0269H	1.000
269-LD	\$11.50
TTTL	\$121.000
	\$347.91

YOUR RECEIPT
THANK YOU

LUNDEBERG'S
MONUMENT

08/11/85 6:27PM
0000H4778 GLORIA

H0004 1211

Z1 0174

10:00AM	30
	\$7.23
AVE.	\$2.41
11:00AM	90
	\$42.06
AVE.	\$4.67
12:00PM	90
	\$89.32
AVE.	\$9.92
1:00PM	90
	\$41.95
AVE.	\$4.66
2:00PM	50
	\$22.88
AVE.	\$4.58
3:00PM	100
	\$59.05
AVE.	\$5.91
4:00PM	120
	\$50.54
AVE.	\$4.21
5:00PM	90
	\$46.75
AVE.	\$5.19
6:00PM	10
	\$2.08
AVE.	\$2.08

Age Groupings			6/26 - 30/85			
	2-6's	7-10	11-19	20-40	40-55	55+
1	Thornton's Handbound					
H 2	97	10.00		1, 1, 2, 2, 1,	2,	.
H 3	98	20.00		1,	1, 4,	2,
4	Totals	0	0	8	7 12.00	2
5						
6	Inspirational Books					
7	33	6.95		1, 1, 1, 3,	1,	2, 1, 3,
8	91	9.95		1, 2, 2,	1,	1,
9	TOTALS	0	0	11	2	7
10						
11	MI BOOKS					
LCC 12	Hiking Copper. 26	6.95		1, 1, 3, 1, 4,	1, 3,	
OTR 13	Mother Nat. MI 30	5.50		2, 3, 2,	4,	1, 3, 2,
LCC 14	Hunters Heritage 102	4.25	3, 1,	1, 2, 5, 1, 1,	2,	1, 3,
15	TOTALS	0	4	30	10	10
16						
17	E HISTORY					
H 18	We Can Do It 27	9.95		1, 2, 1, 2,	1, 3,	1, 1,
19	Daylight In The Swamp 85	13.50	1,	1, 2, 3,		1, 2,
20	Pickups & A Horse 94	10.-	1,	1, 1, 2,	1, 3, 1,	1,
21	Logging The White Pine 106	9.95	1,	3, 2, 2,	1, 1, 1, 4,	1, 1, 4,
22	Wah Sash Kah Moqua 262	8.-		2, 2, 4,	1, 4,	1, 4,
✓ 23	No Sawdust 263	3.-		1, 1, 1,	1, 3,	1, 1,
24	TOTALS	0	3	34 182.95	25	16 111.60
25						
26						
OTR 27	Crayons / Pencils					
28	257	1, 1, 69	1, 1, 1,	2, 3, 7, 2, 2, 1	2, 1, 1,	2, 1, 2, 1,
29	258	1.29	2,	6, 7, 5, 1,	3, 1, 1,	3, 2,
30	259	1.99	2, 1,	7, 4, 4, 3, 5	5, 1, 1, 3,	1,
31	TOTALS	3	8	58	19	12

Tot.
\$1398.26

#228.69 227.96 149.57 199.76 188.90 193.38 210.06

DATE:		Mon	Tues	Wed	Thur	Fri	Sat	Sun
TITLE	Total	8/12	8/13	14	15	16	17	18
7-IGP	1					1		
8-RGP								
9-UGP								
10-AGP	2	1		1				
11-MGP								
12-EGP	1		1					
13-TGP								
14-WGP								
15-OGP								
16-SGP								
17-ICP								
18-UCP								
19-FCP	1				1			
20-WCP	5				3		1	2
23-WIL	12	3	1		3		1	2
26-HIK	2	1					1	
27-CCC	1				1			
30-MOT	2		1				1	
33-SLO	1						1	
36-TRG	3	2						1
37-FLG	1						1	
38-TKG	4	1				1	2	
41-BEV								
42-SQR	2		2					
43-FRG								
44-SPD	1	1						
47-LGC	15	4		3	3		3	2
51-PLG								
52-SPG	2			1	1			
53-BUG	2						1	1
54-FIG	9	4	1	1				3
55-BDG	6	1	1	1	1			2
56-FWG	2			1		1		
57-ING	1							
58-STG	3		1				1	

EXHIBIT C

BOOK PROFITS

TOTAL VISITORS

71472

10/30/85

TITLE	NUMBER ORDERED	NUMBER SOLD	UN FAND	ACTUAL INVTRY	WHOLSLE PRICE	TOTAL COST	RETAIL PRICE	GROSS SALES	PROFIT	INVTRY COST	INVTRY VALUE	ORDER FOR 1986	ORDER COSTS 1986
HOUGHTON MIFFLIN													
BIRDS-FG	65	49	16	16	6.56	321.44	11.95	585.55	264.11	104.96	191.20	50	328.00
REPTILES & AMPHIBIANS-FG	10	3	7	7	6.56	19.68	11.95	35.85	16.17	45.92	83.65	0	0.00
BUTTERFLIES-FG	10	2	8	8	4.60	9.20	11.95	23.90	14.70	36.80	95.60	0	0.00
ANIMAL TRACKS-FG	10	10	0	0	6.00	60.00	10.95	109.50	49.50	0.00	0.00	15	90.00
MAMMALS-FG	10	4	6	6	6.00	24.00	10.95	43.80	19.80	36.00	65.70	0	0.00
EDIBLE WILD PLANTS-FG	30	27	3	2	6.00	162.00	10.95	295.65	133.65	12.00	21.90	35	210.00
TREES & SHRUBS-FG	10	9	1	0	6.00	54.00	10.95	98.55	44.55	0.00	0.00	15	90.00
WILDFLOWERS-FG	30	15	15	12	6.14	92.10	10.95	164.25	72.15	73.68	131.40	10	61.40
ROCKS & MINERALS-FG	10	3	7	10	6.14	18.42	10.95	32.85	14.43	61.40	109.50	0	0.00
STARS & PLANETS-FG	15	11	4	3	7.40	81.40	12.95	142.45	61.05	22.20	39.85	10	74.00
BIRDS-CB	0	0	0	0	0.00	0.00	3.95	0.00	0.00	0.00	0.00	65	0.00
BUTTERFLIES-CB	0	0	0	0	0.00	0.00	3.95	0.00	0.00	0.00	0.00	65	0.00
FOREST-CB	50	51	-1	0	2.27	115.77	3.95	201.45	85.68	0.00	0.00	65	147.55
WILDFLOWERS-CB	60	59	1	0	2.27	133.93	3.95	233.05	99.12	0.00	0.00	65	147.55
MAC FRIMODIG													
N. MI. WILDLIFE-CB	500	252	248	245	0.80	201.60	2.00	504.00	302.40	196.00	490.00		0.00
MICHIGAN BOOK CENTRAL													
MI. HIKING REPORT.-B	50	38	12	15	4.29	163.02	6.95	264.10	101.08	64.35	104.25	35	150.15
WE CAN DO IT! (CCC)-B	40	40	0	0	7.09	283.60	9.95	398.00	114.40	0.00	0.00	50	354.50
HILLSDALE EDUCAT. PUB													
MOTHER NATURE'S MI.-B	100	84	16	16	3.75	315.00	5.50	462.00	147.00	60.00	89.00	85	318.75
EVERY COLOR STUDIOS													
SLOW ME DOWN LORD-B	50	28	22	21	4.30	120.40	6.95	194.60	74.20	90.30	145.95		0.00
NATURE STUDY GUILD													
MASTER TREE FINDER-FG	130	110	20	20	0.91	100.10	1.50	165.00	64.90	18.20	30.00	125	115.75
MASTER FLOWER FINDER-FG	50	24	26	25	0.91	21.84	1.50	36.00	14.16	22.75	37.50	5	4.55
MASTER TRACK FINDER-FG	80	80	0	0	0.91	72.80	1.50	120.00	47.20	0.00	0.00	100	91.00
E. P. DUTTON INC													
THE BEAVER-B	50	29	21	21	1.94	56.26	2.50	72.50	16.24	40.74	52.50		0.00
THE SQUIREL-B	50	30	20	23	2.21	66.30	2.50	75.00	8.70	50.83	57.50		0.00
THE FROG-B	50	18	32	34	1.99	35.82	2.50	45.00	9.18	67.66	85.00		0.00
THE SPIDER-B	50	13	37	38	1.94	25.22	2.50	32.50	7.28	73.72	95.00		0.00
MINN. HISTORICAL SOCIETY													
LUMBERJACKS & LOGGIN-CB	101	101	0	0	1.12	113.12	2.00	202.00	88.88	0.00	0.00	150	168.00

BOOK PROFITS # 2

TOTAL VISITORS

71472

10/30/85

TITLE	NUMBER ORDERED	NUMBER SOLD	ON HAND	ACTUAL INVTY	WHOLESALE PRICE	TOTAL COST	RETAIL PRICE	GROSS SALES	PROFIT	INVTY COST	INVTY VALUE	ORDER FOR 1986	ORDER COSTS 1986
WESTERN PUBLISHING CO.													
GOLDEN FIELD GUIDES													
POND LIFE-FG	30	19	11	9	1.63	30.97	2.95	56.05	25.08	14.67	26.55	15	24.4
SPIIDERS-FG	30	14	16	17	1.63	22.82	2.95	41.30	18.48	27.71	50.15		0.0
BUTTERFLIES & MOTHS-FG	30	27	3	2	1.63	44.01	2.95	79.65	35.64	3.26	5.90	35	57.0
FISHING-FG	150	101	49	50	1.63	164.63	2.95	297.95	133.32	81.50	147.50	75	122.2
BIRDS-FG	50	51	-1	0	1.63	83.13	2.95	150.45	67.32	0.00	0.00	75	122.2
FLOWERS-FG	74	60	14	17	1.63	97.80	2.95	177.00	79.20	27.71	50.15	65	105.9
INSECTS-FG	30	29	1	2	1.63	47.27	2.95	85.55	38.28	3.26	5.90	35	57.0
STARS-FG	51	45	6	7	1.63	73.35	2.95	132.75	59.40	11.41	20.65	50	81.5
TREES-FG	26	28	-2	0	1.63	45.64	2.95	82.60	36.96	0.00	0.00	40	65.2
PEPT. & AMPHIBIANS-FG	30	31	-1	0	1.63	50.53	2.95	91.45	40.92	0.00	0.00	40	65.2
MAMMALS-FG	30	29	1	0	1.63	47.27	2.95	85.55	38.28	0.00	0.00	35	57.0
FISHES-FG	30	11	19	19	1.63	17.93	2.95	32.45	14.52	30.97	56.05		0.0
ROCK & MINERALS-FG	30	28	2	2	1.63	45.64	2.95	82.60	36.96	3.26	5.90	35	57.0
RANDOM HOUSE INC.													
AUDUBON BKG GUIDES													
BIRDS-FG	60	36	24	23	2.36	84.96	3.95	142.20	57.24	54.28	90.85	30	70.8
PEPTILES-FG	30	17	13	14	1.80	30.60	2.95	50.15	19.55	25.20	41.30	10	18.0
ROCK & MINERALS-FG	50	26	24	27	1.80	46.80	2.95	76.70	29.90	48.60	79.65	15	27.0
WILDFLOWERS-FG	60	45	15	15	1.80	81.00	3.95	177.75	96.75	27.00	59.25	50	90.0
AUDUBON FIELD GUIDES													
BIRDS-FG	50	38	12	10	7.39	280.82	13.50	517.00	232.18	73.90	135.00	40	295.8
BUTTERFLIES-FG	10	7	3	7	7.39	51.73	13.50	94.50	42.77	51.73	94.50	0	0.0
INSECTS-FG	20	7	13	15	7.39	51.73	13.50	94.50	42.77	110.85	202.50		0.0
MAMMALS-FG	20	7	13	13	7.39	51.73	13.50	94.50	42.77	96.07	175.50		0.0
MUSHROOMS-FG	20	20	0	0	7.39	147.80	13.50	270.00	122.20	0.00	0.00	10	73.9
PEPTILES & AMPHIBIANS-FG	20	8	12	3	7.39	59.12	13.50	108.00	48.88	22.17	40.50	5	36.9
ROCKS & MINERALS-FG	20	9	11	12	7.39	66.51	13.50	121.50	54.93	88.68	162.00		0.0
TREES-FG	25	22	3	2	7.39	162.58	13.50	297.00	134.42	14.78	27.00	10	73.9
WILDFLOWERS-FG	50	30	20	20	7.39	221.70	13.50	405.00	183.30	147.80	270.00	20	147.8
FISH-FG	20	7	13	13	7.39	51.73	13.50	94.50	42.77	96.07	175.50		0.0
SAND COUNTY ALMANAC-B	0	0	0	0	0.00	0.00	13.50	0.00	0.00	0.00	0.00	5	0.0
NORTHWOOD PRESS													
DAYLIGHT IN THE SWAMP	30	29	1	0	7.33	212.57	13.50	391.50	178.93	0.00	0.00	40	293.7
SIRPOS PRESS													
LET'S GO CAMPING	100	59	41	41	1.80	106.20	2.95	174.05	67.85	73.80	120.95		0.0
INSTITUTE FOR EARTH EDUC													
THE EARTH SPEAKS	50	21	29	29	6.09	127.68	9.95	209.95	81.27	176.32	288.55		0.0

EXHIBIT E

BOOK PROFITS : 3

TOTAL VISITORS

71472

10/30/85

TITLE	NUMBER ORDERED	NUMBER SOLD	ON HAND	ACTUAL INVTRY	WHOLSLE PRICE	TOTAL COST	RETAIL PRICE	GROSS SALES	PROFIT	INVTRY COST	INVTRY VALUE	ORDER FOR	ORDER COSTS
HENNIGAR PICKUPS AND A HORSE	30	30	0	0	7.21	216.30	10.00	300.00	83.70	0.00	0.00	40	288.40
THORNTON, NEIL LOGMAPS	45	38	7	5	7.00	266.00	10.00	300.00	114.00	35.00	50.00	40	200.00
HIGH IRON	25	27	-2	0	17.00	453.00	20.00	540.00	81.00	0.00	0.00	35	535.00
MUCO NATURE GUIDE	70	71	-1	0	1.10	78.10	2.00	142.00	63.90	0.00	0.00	85	93.50
HUNTER'S HERITAGE	90	77	13	11	2.45	180.65	4.25	327.25	138.60	26.95	46.75	60	147.00
YOUR MICHIGAN OUTDOOR-CB	150	149	1	0	0.55	81.95	1.00	149.00	67.05	0.00	0.00	200	110.00
PED KEG PRESS LOGGING THE WHITE PINE	50	46	4	4	7.96	366.16	9.95	457.70	91.54	31.84	33.80	50	398.00
WESTERN PUBLISHING CO. WOODLAND ANIMALS-SB	936	731	205	200	0.55	402.05	0.99	723.69	321.64	110.00	130.00	650	357.50
GRAND TOTALS	4233	3120	1113	1111		7331.48		12266.34	4934.86	2592.30	4589.85	2840	6560.70

POSTER PROFIT # 1

TOTAL VISITORS

71472

10/30/85

TITLE	NUMBER ORDERED	NUMBER SOLD	ON HAND	ACTUAL INVTRY	WHOLSE PRICE	TOTAL COST	RETAIL PRICE	GROSS SALES	PROFIT	INVTRY COST	INVTRY VALUE	ORDER FOR 1986	ORDER COST 1986
CASSIDY PRINTS													
BALD EAGLE-2	350	343	7	11	0.75	257.25	2.00	686.00	428.75	8.25	22.00	400	300.
COYOTE-9	100	100	0	0	0.75	75.00	2.00	200.00	125.00	0.00	0.00	150	112.
BOBCAT-10	100	64	36	38	0.75	48.00	2.00	128.00	80.00	28.50	76.00	50	37.
SNOWY OWL-11	200	163	37	36	0.75	122.25	2.00	326.00	203.75	27.00	72.00	150	112.
MARTEN-14	225	192	33	30	0.75	144.00	2.00	304.00	240.00	22.50	60.00	225	168.
BLACK BEAR CUB-18	100	90	10	15	0.75	67.50	2.00	180.00	112.50	11.25	30.00	0	0.
RED FOX-19	40	34	6	8	0.75	25.50	2.00	68.00	42.50	6.00	16.00	0	0.
WOLVERINE-20	50	47	3	0	0.75	35.25	2.00	94.00	58.75	0.00	0.00	75	56.
OTTERS-23	40	25	15	14	0.75	18.75	2.00	50.00	31.25	10.50	28.00	0	0.
WOLF PUP-25	25	22	3	2	0.75	16.50	2.00	44.00	27.50	1.50	4.00	0	0.
WHITETAIL ONE-30	205	181	24	17	0.75	135.75	2.00	362.00	226.25	12.75	34.00	200	150.
COTTONTAIL RABBIT-43	175	160	15	9	0.75	120.00	2.00	320.00	200.00	6.75	18.00	175	131.
GREAT HORNED OWL-48	75	26	49	0	0.75	19.50	2.00	52.00	32.50	0.00	0.00	0	0.
CANADA GOOSE-58	50	34	16	17	0.75	25.50	2.00	68.00	42.50	12.75	34.00	0	0.
COYOTE PUPS-59	75	72	3	0	0.75	54.00	2.00	144.00	90.00	0.00	0.00	100	75.
RED FOX PUP-60	325	284	41	33	0.75	213.00	2.00	568.00	355.00	24.75	66.00	300	225.
WILDLIFE LITHOGRAPHS													
RED SQUIRREL-2	60	59	1	1	0.90	53.10	2.00	118.00	64.90	0.90	2.00	0	0.
BABY RACCOON-3	100	80	20	17	0.90	72.00	2.00	160.00	88.00	15.30	34.00	75	67.
COTTONTAIL RABBIT-6	100	66	34	31	0.90	59.40	2.00	132.00	72.60	27.90	62.00	0	0.
GREAT HORNED OWL-8	166	101	65	108	0.90	90.90	2.00	202.00	111.10	97.20	216.00	0	0.
WHITETAIL BUCK-10	450	424	26	52	0.90	381.60	2.00	948.00	466.40	46.80	104.00	400	360.
MALLARDS-12	80	85	-5	1	0.90	76.50	2.00	170.00	93.50	0.90	2.00	95	85.
WHITETAIL Fawns-14	75	59	16	9	0.90	53.10	2.00	118.00	64.90	8.10	18.00	50	45.
LONE WOLF-15	50	31	19	17	0.90	27.90	2.00	62.00	34.10	15.30	34.00	0	0.
13 LINED SQUIRREL-18	50	16	34	33	0.90	14.40	2.00	32.00	17.60	29.70	66.00	0	0.
SPEY FOX PUPS-21	70	54	16	16	0.90	48.60	2.00	108.00	59.40	14.40	32.00	50	45.
WHITETAIL BUCK-27	100	72	28	0	0.90	64.80	2.00	144.00	79.20	0.00	0.00	0	0.
EAGLE FLYING-38	125	120	5	0	0.90	108.00	2.00	240.00	132.00	0.00	0.00	150	135.
PHEASANT FLYING-39	85	86	-1	0	0.90	77.40	2.00	172.00	94.60	0.00	0.00	100	90.
SMALLMOUTH BASS-40	100	89	11	9	0.90	80.10	2.00	178.00	97.90	8.10	18.00	100	90.
BLACK BEAR CUB-42	349	327	22	16	0.90	294.30	2.00	654.00	359.70	14.40	32.00	400	360.
LOON-44	100	95	5	4	0.90	85.50	2.00	190.00	104.50	3.60	8.00	125	112.

10/30/85

71472

TOTAL VISITORS

STER PROFIT # 2

TL	NUMBER ORDERED	NUMBER SOLD	ON HAND	ACTUAL INVTY	WHOLSE PRICE	TOTAL COST	RETAIL PRICE	GROSS SALES	PROFIT	INVTY COST	INVTY VALUE	ORDER FOR 1986	ORDER COST 1986
WALCZIK STUDIOS													
RIES 2	24	26	-2	0	2.55	66.30	5.00	130.00	63.70	0.00	0.00	30	76.50
RIES 3	96	94	2	0	2.55	239.70	5.00	470.00	230.30	0.00	0.00	108	275.40
ITE WINTER WOE'S	19	3	15	16	2.55	7.55	5.00	15.00	7.35	40.80	80.00	0	0.00
IL OF THE DRIVE	19	10	8	8	2.55	25.50	5.00	50.00	24.50	20.40	40.00	0	0.00
NG JAM	19	9	9	10	2.55	22.95	5.00	45.00	22.05	25.50	50.00	0	0.00
ITE PINE	19	19	-1	0	2.55	48.45	5.00	95.00	46.55	0.00	0.00	24	61.20
ALD'S RECORD	30	31	-1	0	2.55	79.05	5.00	155.00	75.95	0.00	0.00	42	107.10
E FALLER	30	26	4	5	2.55	66.30	5.00	130.00	63.70	12.75	25.00	30	76.50
RST TURN OF THE DAY	6	4	2	0	2.55	10.20	5.00	20.00	9.80	0.00	0.00	0	0.00
AFEE & CO.													
AYON-8 PICK	204	77	127	128	0.41	31.57	0.69	53.13	21.56	52.48	88.32	0	0.00
AYON-16 PICK	96	88	8	11	0.80	70.40	1.29	113.52	43.12	8.80	14.19	96	76.80
LUPED PENCILS	100	95	5	0	0.62	58.90	0.99	94.05	35.15	0.00	0.00	200	124.00
IL THOPTON													
H SASH KAH MOOVA	30	33	-3	0	6.00	198.00	8.00	264.00	66.00	0.00	0.00	35	210.00
I SANDOUST	30	23	7	8	2.00	46.00	3.00	69.00	23.00	16.00	24.00	25	50.00
STERN PUBLISHING CO.													
BY BEAPS	144	90	54	53	0.75	67.50	1.50	135.00	67.50	39.75	79.50	96	72.00
Y & NIGHT	48	47	1	0	0.75	35.25	1.50	70.50	35.25	0.00	0.00	144	108.00
TITLE FAWN	144	135	9	5	0.75	101.25	1.50	202.50	101.25	3.75	7.50	144	108.00
TITLE WILD DUCKLING	144	66	78	74	0.75	49.50	1.50	99.00	49.50	55.50	111.00	48	36.00
S.F.S FIELD GUIDE	20	3	17	17	6.45	19.35	11.95	35.85	16.50	109.65	203.15	0	0.00
STER PROFIT	5413	4480	933	879		4209.17		9448.55	5239.33	840.48	1810.66		4140.75
OK PROFIT	4233	3120	1113	1111		7331.48		12266.34	4934.86	2592.30	4589.85	2840	6560.75
RAND TOTAL	9646	7600	2046	1990		11540.65		21714.89	10174.24	3432.78	6400.51	2840	10701.50